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RECRUITER

The United States Army Recruiting Command



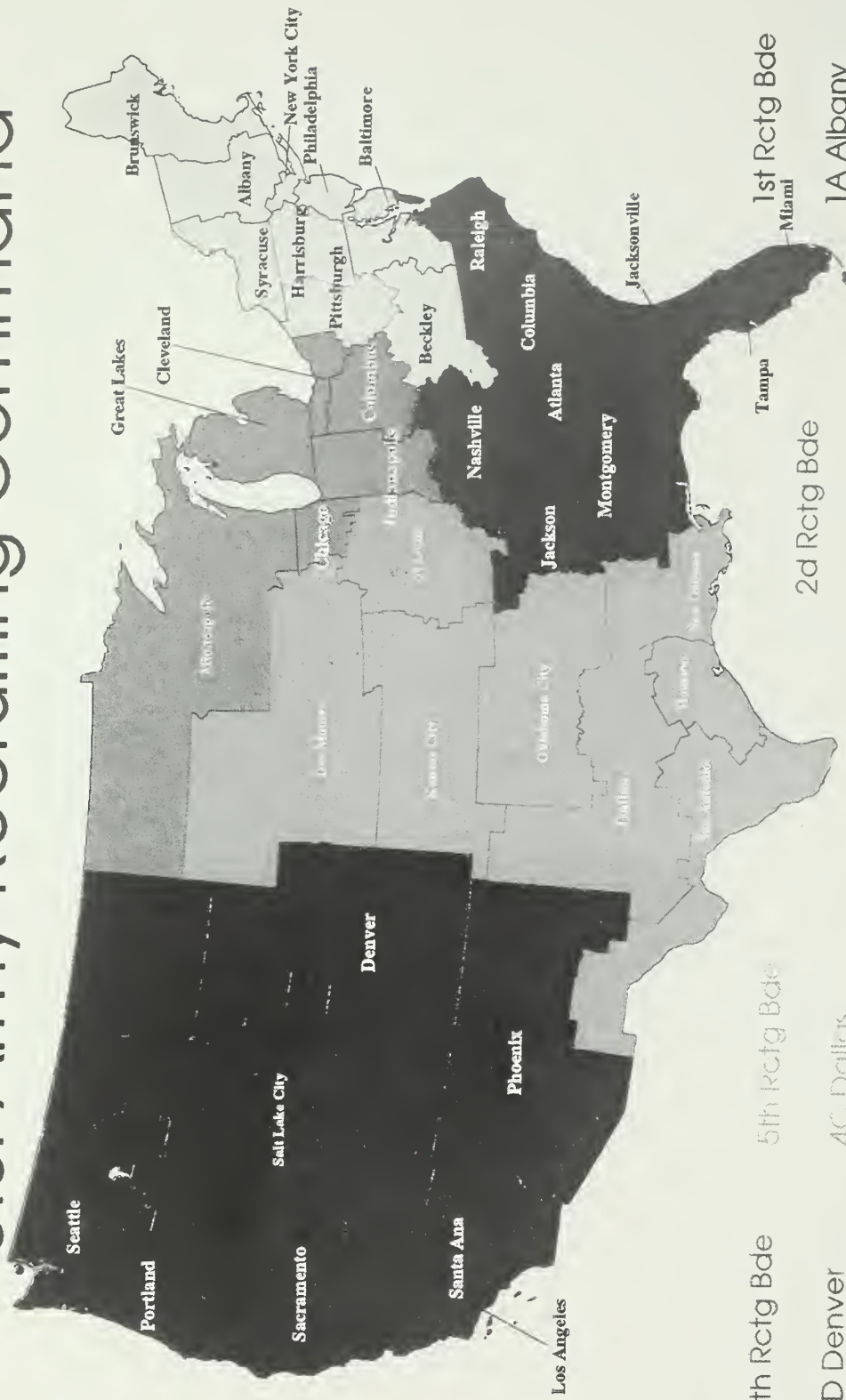
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U.S. Army Recruiting Command



6th Rtbg Bde

- 6D Denver
- 6F Los Angeles
- 6G Phoenix
- 6H Portland
- 6I Sacramento
- 6J Salt Lake City
- 6K Santa Ana
- 6L Seattle

5th Rtbg Bde

- 4C Dallas
- 4E Houston
- 4G Kansas City
- 4I New Orleans
- 4J Oklahoma City
- 4K San Antonio
- 4L Des Moines
- 4N St. Louis

3rd Rtbg Bde

- 5A Chicago
- 5C Cleveland
- 5D Columbus
- 5H Indianapolis
- 5I Great Lakes
- 5K Minneapolis

2d Rtbg Bde

- 3A Atlanta
- 3D Columbia
- 3E Jacksonville
- 3G Miami
- 3H Montgomery
- 3I Nashville
- 3J Raleigh
- 3N Tampa
- 3T Jackson

1st Rtbg Bde

- 1A Albany
- 1B Baltimore
- 1D Brunswick
- 1E Harrisburg
- 1G New York City
- 1K Philadelphia
- 1L Pittsburgh
- 1N Syracuse
- 1O Beckley



VOLUME 47, Number 11

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This month's cover was designed by MAJ Steve Lambert, HQ USAREC Advertising and Public Affairs Directorate, Production Control.



MG Simpson

Why Success 2000

I started this column in June as a way of communicating directly with recruiters about subjects of importance to them. The “feedback” topics, such as faxes, RPIs, local advertising, may not sound like “weighty” issues to some, but they are topics raised by recruiters during my visits to the field. They are important to the extent they impact a recruiter’s productivity and quality of life. Success 2000 is such a topic.

As everyone in USAREC should know, Success 2000 has been implemented fully across the command. Much ado has been made about these “new business practices,” especially the missioning process. Don’t be misled. Success 2000 doesn’t make young people any more interested in joining the Army than before. The task of locating quality young people, selling them on the Army, contracting them into the DEP, and then shipping them remains tough, demanding work. What Success 2000 does, principally, is to remove barriers to good recruiting while giving station commanders full authority commensurate with their responsibility “to make mission.”

I didn’t invent Success 2000; rather, the impetus for much of the change came from the field. The best recruiters and station commanders kept telling me there were ways to improve

“We are going to make mission because the Army is depending on USAREC, and because professionals wouldn’t have it any other way.”

on a proven system. Moreover, the realities of austere resource levels, stiffer competition, and increasing mission requirements demanded some change. With that backdrop, I took the best input from a variety of sources, looked at some convincing test data, worked the staff hard on the details, then issued the order to execute the plan.

There is no question that Success 2000 changes some aspects of the way we do business. My intent is leverage our strengths — top-notch NCO recruiters, superb leadership, and a superior “product,” i.e., Army service — and “make mission” by making recruiters successful. Mission plus troops, that’s my intent; those are the imperatives.

As with all plans, some fine-tuning to Success 2000 will undoubtedly occur. We must keep pace with the changing market and position our recruiting force for success in the years ahead. I will be watching and listening, and I will make adjustments as necessary. We are going to make mission because the Army is depending on USAREC, and because professionals wouldn’t have it any other way.

See page 19 for a related story on the new Success 2000 Recruiting Incentive Awards Points Program.

Pay raised

■ A 2.6 percent pay raise is one of the highlights of the 1995 Defense Authorization Act recently passed by Congress.

The pay raise, up from the 1.6 percent President Clinton requested, is effective Jan. 1, 1995.

Clarification of Army Times

■ You may have seen the recent **Army Times** article concerning recruiters and "free lunch." This article is based on a change to the JFTR (U7030) that allows recruiters to use REA to claim meals at a non-government event where the recruiter is required to participate because of assigned duty. The best examples are Rotary Club or Chamber of Commerce meetings where a recruiter is invited to participate and a meal is incidental to the meeting. Some meals are expensive but the perception of not participating in the meal would have an adverse effect on the recruiter's mission.

Now a recruiter can claim this expense as part of REA. The recruiter must follow normal REA submission procedures and list the meal as a "non-government event." Please ensure that your paperwork provides enough identification of the event so that the approver can decide if it is an authorized claim. This is the only situation in which a recruiter can have a government-procured meal. The cost of these meals is applied against the \$75 REA limit.

Bumper sticker contest

■ HQ USAREC Advertising and Public Affairs Directorate is sponsoring a bumper sticker and/or window static sticker contest. We are looking for a concept that can be used as both a window static sticker or a bumper sticker. You may use any colors, just indicate the colors on the design.

The contest runs October 1 through November 15 and is open to anyone connected to USAREC. Please write or draw your concepts and send them to:

HQ USAREC
ATTN: RCAPA-PA (M. Moore)
Bumper Sticker Contest
Bldg 6579, Room 107
Fort Knox, KY 40121-2726

For more information, please call the point of contact, Melanie Moore, 1-800-223-3735, extension 4-0538.

New Tuition Assistance policy implemented

■ A new Tuition Assistance policy was implemented on Oct. 1, 1994, under the instructions outlined below. The TA guidelines, authorizations, and prohibitions listed in AR-621-5 apply to the new TA policy unless otherwise altered by these instructions. This policy supersedes ACES funding priorities listed in AR 621-5, para 2-10.

Limits

There is a 9 semester hour limit for Tuition Assistance. This policy pertains to formal classroom, VOC TEC, DANTES distance learning courses, and alternate delivery classes, or a combination thereof.

- DANTES distance learning courses will count against the 9 semester hour limit at the time the soldier is reimbursed.
- Funding of National Home Study Courses outlined in DANTES Handbooks is

under review with DOD for development of a common services cap.

- Exceptions to the 9 semester hour policy will be handled on an individual basis and submitted through MACOMs to HQ DA.

Payments

Tuition Assistance will be paid only to those postsecondary institutions accredited by agencies recognized by the US Department of Education and Commission on recognition of Postsecondary Accreditation.

Installation Caps

To preserve ACES dollars, installation commanders may lower the established dollar caps to 75 percent of the lowest tuition offered by an institution on-post. The cap must provide a cost savings advantage over the established caps both to the Army and the soldiers. In addition, the on-post institution courses must be accepted by the designated school from which the soldier desires to obtain a degree. Negotiation for lower

tuition costs with on-post installations benefits the total Army.

Recruiting personnel must go through their closest installation for Tuition Assistance. For more information, contact your battalion education services specialist.

Post begins co-ed basic training

■ The first cycle of gender-integrated basic training commenced in the 6th Battalion, 10th Infantry Regiment at Fort Leonard Wood, Mo., Oct. 7 as part of a Training and Doctrine Command directive.

Under the new directive, male and female soldiers will be integrated at the squad level and will train together in all basic training activities, such as physical training and basic rifle marksmanship.

Gender-integrated training was addressed earlier this year at a conference at TRADOC headquarters in Fort Monroe, Va.

“(TRADOC commander) GEN (Frederick) Franks said, ‘Why don’t we train as we fight?’” said Fort Leonard Wood 3rd Training Brigade Commander COL Franklin Hagenbeck, who attended the conference.

As a result of that conference, personnel at Fort Jackson, S.C., were tasked to run a prototype gender-integrated basic training battalion, beginning in March.

Hagenbeck and then-post deputy commanding general BG Robert Flowers attended a briefing on the Fort Jackson pilot training battalion March 31.

“While most agreed that it

was beneficial,” said Hagenbeck, “continued efforts needed to be made to ensure that the physical demands inherent in a basic training environment were demanding for both males and females, without creating too many profiles.”

Fort Jackson had a relatively high female profile rate during its prototype training cycle in March, Hagenbeck added. Soon after this conference, personnel at the 3rd Training Bde. were tasked to conduct a gender-integrated basic training cycle.

“What we did,” said Hagenbeck, “[was take] all the lessons we learned from observing the Fort Jackson program. We were all in agreement that it made sense. What needed to be done is to figure out the best way to make it work.”

Army News Service (from a Training and Doctrine Command release.)

Crackdown on DITY move fraud underway

■ Soldiers who attempt to defraud the government on do-it-yourself moves aren’t getting rich — they’re getting caught. Because the number of false claims is rising, transportation, finance, criminal investigation and accounting officials are teaming up to ensure offenders are caught.

Do-it-yourself, or DITY, moves pay soldiers 80 percent of what it would cost the government to pack, load and move their personal property. The total amount is based on distance moved and weight, with weight allowances based on the soldier’s rank and number of

family members.

But some soldiers are taking advantage of the program, transportation officials said, by claiming extra weight or submitting false or numerous claims. Many discrepancies exposed in claims are detected during reviews of paperwork by transportation specialists who, because of their experience, know what to look for.

The most common cases of fraud are when soldiers add extra weight to the moving van or reweigh the same furniture on a second trip to get a higher reimbursement. To prevent this, inspections at weigh stations have been stepped up, officials said.

A recent investigation at Fort Benning, Ga., involved more than 13 soldiers and more than \$119,000. It began with one soldier who made a legitimate DITY move, but retained a copy of the paperwork.

Using those documents, other soldiers inserted their names and other pertinent information, submitted claims to their finance office, and collected the 60-percent advance payment meant to defray costs such as moving van rental.

Original documents are sent to the Defense Finance and Accounting Service at Fort Benjamin Harrison, Ind., where they are available for audits. Active duty and retired soldiers who have committed fraud are being prosecuted, officials said. The charge for larceny is five years for each count, but soldiers can also be charged with conspiracy and with filing false official statements.

by SGT Ruth J. Spaller, Army News Service

Women are different

If you ask a recruiter what mission is the hardest to achieve, many might say, "Females." If asked why, answers would range from the whiney "Females are hard to work," through the chauvinistic "Women are flaky and can't make up their minds."

The truth of the matter is that recruiters need to only slightly alter their presentations when talking with a female applicant. Just as we adjust our sales presentations when working a senior versus a grad, recruiters must also be aware that recruiting a female will require further flexibility. Remember, women are not harder to talk to or tougher to deal with. Recognize that men and women require different sales approaches.

The first step in attaining a female enlistment is to prospect for females. Under Success 2000 rules, gender is not a factor in missioning. What that means to a recruiter is that a female enlistment and a male enlistment both count the same. This does not mean recruiters should avoid what

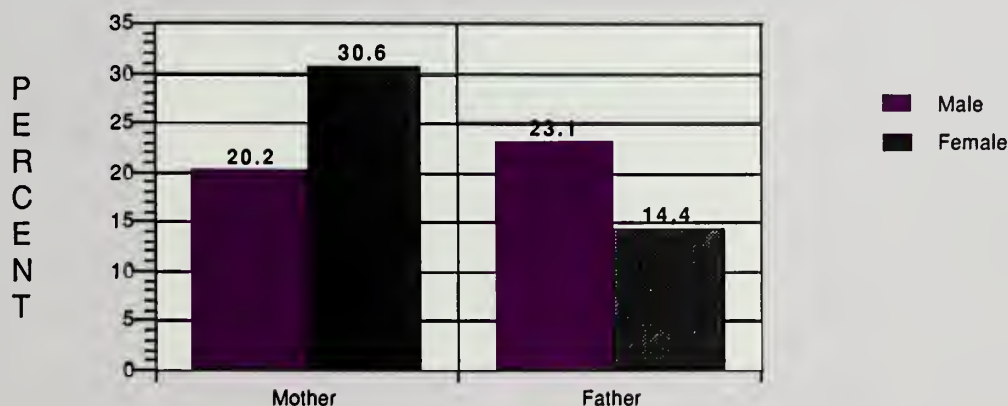
they consider to be a "tough" market. Statistics show us that when prospecting for females, contact to contract time is usually slightly longer than for males. But as with males, in the female market you must prospect early in the right market, conduct interviews, and move them through the enlistment cycle.

During the initial contact with a recruiter, a different set of questions may occur in a woman's mind than occur to a male prospect. A female may subconsciously consider questions like: "Can I trust this person?" "What's he really after?" "What will my friends think?" or "Isn't the Army for guys?" Take this questioning into consideration and take your time establishing rapport to build trust. Avoid rushing a female into an appointment she may not feel comfortable with, or you'll end up with a no-show.

When conducting the appointment be prepared for lots of questions. Be careful to avoid becoming defensive over a common female desire for lots of information. It is essential to maintain and rein-

SUPPORTIVE INFLUENCERS

- Who was the MOST supportive of your decision to enlist in the ARMY?



Mothers are the most supportive influencers of females.

force rapport and trust. This may be accomplished by listening, conversational interchange, and providing complete and thorough information. While a young male may buy on a single item or dominant buying motive, a female may require more details to fulfill her needs.

Many applicants, male and female, want to discuss their decision with family, friends, or teachers, so take every opportunity to sell those influencers. Just as selling an influencer may assist in the sale, failure to sell an influencer may create problems retaining the applicant's commitment to enlist. Many times a female will "play back" what you have said to her family and friends. If you have given an incomplete or incorrect answer, one of her influencers will point this out, thereby weakening your sale.

When scheduling a female for processing, plan to spend more time getting her through the system than you would a male. Don't plan to "one-shot" your female applicants as they can't and shouldn't be pushed into a decision. You may have to sell each step of the processing cycle separately. Be patient and remember to maintain the trust and confidence you have already established with her.

Once you have gained a young woman's commit-

ment to enlist, your job is not over. In order to maintain her commitment you must make personal contact. Follow up, reinforce the sale, and continually maintain trust and rapport. Your applicants' enlistment commitment is based on their trust in you personally, and in their understanding and acceptance of the conditions of their enlistment.

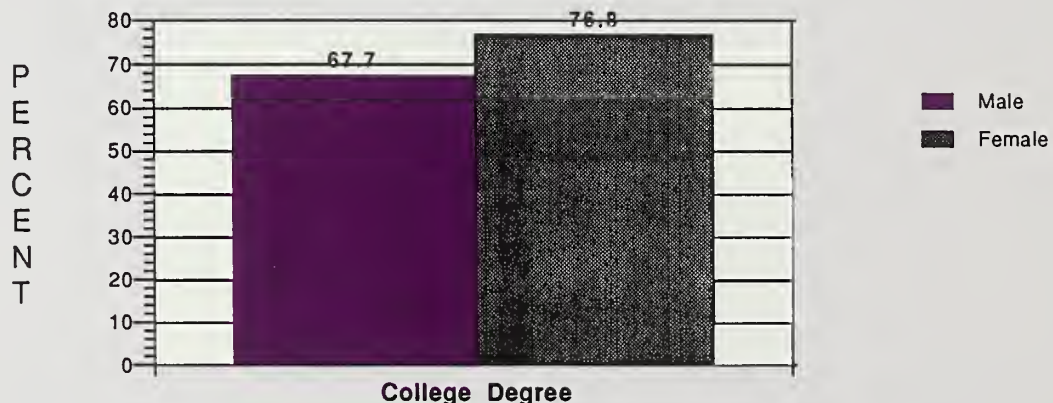
Let's sum up what we have learned. A female may require a more personal touch in order to obtain an enlistment. Tailor your sales presentation to suit the needs of your market. Establish and maintain rapport and trust from initial contact to ship. Take your time, don't rush, and you will get those contracts.

The bottom line is this. USAREC expects all recruiters to contact their female markets with the intent of producing female enlistments. America's Army needs high quality women just as much as it needs men. Women do and will join the Army, so ask them.

**Comments or suggestions for future articles?
Contact MSG Maddox at 1-800-223-3735, ext.
4-1440.**

EDUCATION ASPIRATIONS

- What is the highest degree or diploma you think you will complete in the future?



Females have higher education goals than males.

Why we advertise

In production now is a television commercial that keys on the high-tech nature of today's Army. The 30-second spot will use virtual reality images to help make its point. Look for the commercial starting in early 1995.

With a new TV spot in the works (actually three are planned for FY 95), it's appropriate to review why we spend millions a year to advertise.

Foremost, it's important for the Army to establish a brand image among prospects. Advertising, by its intrusive nature and wide reach, does that best. We sell the Army as an adventure, where prospects learn a skill and earn money for college. Advertising establishes that unique identity.

Advertising reaches prospects in ways no recruiter can. In a single day a high school senior may read an Army ad in the morning paper, hear a radio spot in the car on the way to school, talk to friends during homeroom about an ad

in a teen magazine and watch an Army TV commercial with parents that night.

Repeated messages of a good offer soften our market. Advertising also has a positive impact on influencers, generates leads, and increases walk-in traffic. It works for recruiters in many subtle ways.

Advertising showcases the Army. Sharp-looking magazine ads and fast-paced TV commercials help establish our image as exciting and cutting edge, thus making us competitive. But advertising doesn't come cheap. For example, the high-tech TV spot now under production will cost the Army over \$1 million before it even airs.

To be effective, advertising must be seen repeatedly. Our goal is to have prospects see active Army advertising five times a month (four times a month on the Reserve side). Since prospects have different media habits, we're forced to canvas the market and include direct mail. Media placement eats the bulk of our advertising budget.

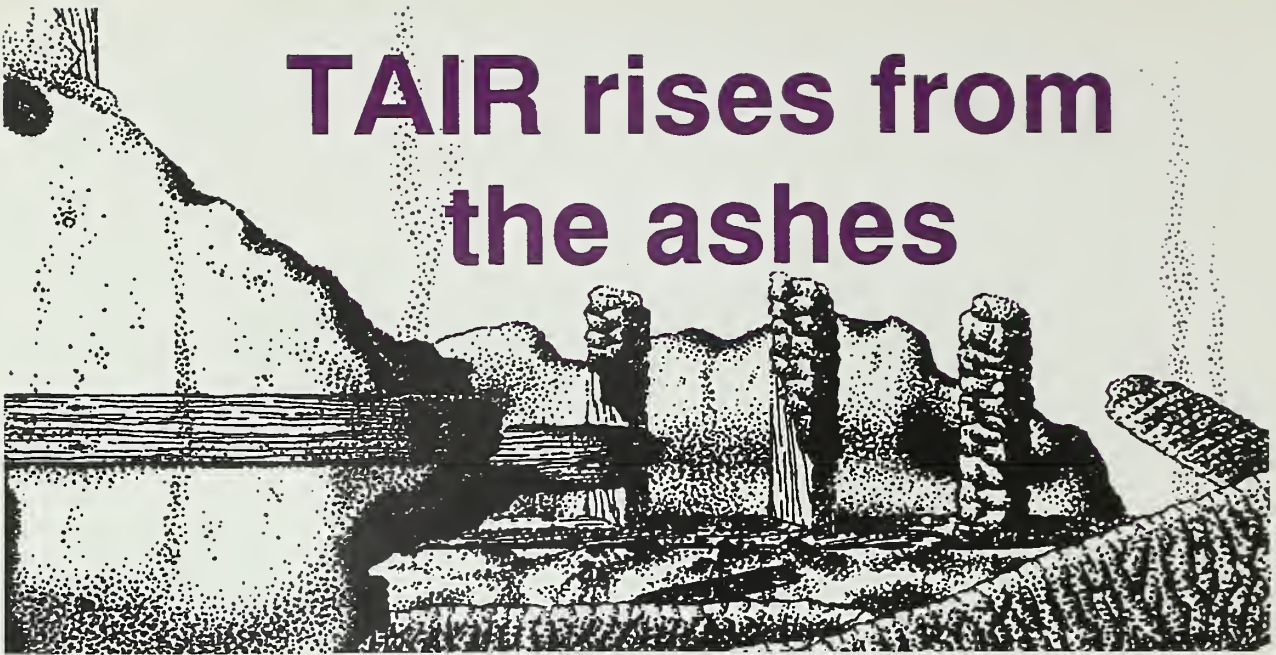
Advertising helps reinforce a sale. After a prospect contracts, he or she looks for information that supports that enlistment decision. Advertising is a good cure for "buyer's remorse."

Advertising also reminds prospects that the Army is an option after high school. Many young people, especially those with no family connections to the military, may never think about or be aware of the Army as an option. Advertising forces prospects to at least take notice.

Advertising also dispels misperceptions. Our ads make it clear that soldiers do more than carry rifles, sleep in tents, and take orders. They also use computers, make decisions, and have aspirations for college. Such visual images can have just as much impact on a prospect as a misinformed peer group.

In our business we need advertising. We need to keep our message fresh and abundant. And that, even in the throes of downsizing, takes lots of money.

TAIR rises from the ashes



by Diane Skulas, HQ USAREC,
Advertising & Public Affairs

The Total Army Involvement in Recruiting (TAIR) program is a concept under which USAREC engages the rest of the Army in support of recruiting. Any non-USAREC Army resource used as a recruiting promotional asset is a TAIR resource. TAIR activities show potential soldiers first hand what the Army has to offer. It increases the Army's visibility in the community and provides a more positive recruiting environment. TAIR helps recruiters gain access to high schools and promote the Army to prospects and influencers. It can generate leads. Recruiters must be present at TAIR events in order to derive the maximum benefit.

Dependent upon receipt of required funding, the United States Army Recruiting Command plans to revitalize the TAIR Program in FY 95. For the first time since FY 90, Recruiting Command is identifying funds for non-nurse TAIR in its annual budget.

Due to the constrained resources felt throughout DOD, most TAIR activity has been limited to no-cost or low-cost activities such as skill clinics and demonstrations. Recruiting battalions had to forgo many activities which could have provided increased public awareness and an enhanced recruiting environment. With increased funding at their disposal, recruiting battalions will have better capability to take advantage of the full complement of TAIR resources.

Support comes from Army installations, Reserve units,

guest speakers, special performing units, or demonstration teams. Recruiters request support through their battalion A&PA shop which then obtains approval from brigade and coordinates their requests with the supporting organization. Some TAIR activities may be conducted at brigade level.

Some TAIR resources have such a wide scope and demonstrate such high quality and universal appeal that they are considered national TAIR resources. The performances of these groups are usually scheduled at the national level and are most often paid for by private sector sponsors or the Department of Defense. Many of the units have subgroups which are smaller and more affordable. To derive maximum benefit, recruiters coordinate added value activities such as recruiter add-on days during which recruiters may schedule high school visits, DEP functions or skill clinics if the touring schedule permits.

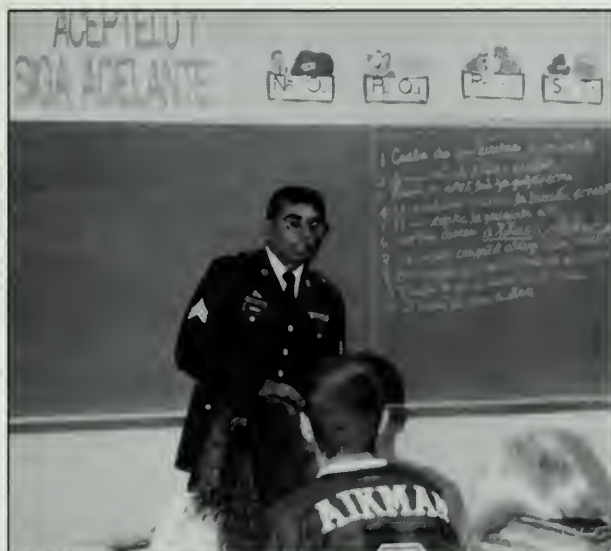
Battalions submit requests for any of the national TAIR resources on a USAREC Form 551 through brigade to Commander, Headquarters,

United States Army Recruiting Command, ATTN: RCAPA-PA (Ms. Diane Skulas). Upon notification of the asset's availability and project approval by the requesting brigade, the requesting recruiting battalion may begin direct coordination with the supporting national TAIR asset.

USAREC Supplement 1 to AR 360-61, Table C-1, Total Army Community Relations Asset List, contains a comprehensive list of TAIR resources. For further information, contact your battalion TAIR Program manager.



The Golden Knights during a DEP function at Cleveland Battallion. (Photo by Keith E. Gottschalk)



SGT Hector Garcia, Spanish linguist from Fort Campbell (Ky.) addresses Spanish students at an Indianapolis high school. (Photo by Dorothy Summers)

National TAIR resources

Golden Knights

The US Army Parachute Team (the Golden Knights): Airshow sponsors request the Golden Knights through the Office of the Assistant Secretary of the Defense a year out from the event. In November, representatives of Recruiting Command, Golden Knights operations and DOD Aviation Liaison meet to coordinate the schedule. Upon DOD approval, the schedule is distributed to the recruiting brigade and battalion A&PAs in January. For more details about working with the Golden Knights, see the August 1993 issue of *Recruiter Journal*.

Army Field Band

The US Army Field Band: Is the Army's official touring musical representative and travels thousands of miles each year on at least two major concert tours. Field Band performances not in conjunction with a major or subsidiary tour are normally conducted at the expense of the sponsoring agency. The performing elements are the Concert Band, the Soldiers' Chorus, the Jazz Ambassadors and the Volunteers.

Army Band

The US Army Band: Performs primarily in Washington D. C. The Military District of Washington, Ceremonies and Special Events coordinates their schedule. If this unit is asked to perform outside the immediate vicinity of the Washington area, the sponsor is responsible for defraying additional costs, to include transportation, meals, and lodging, or per diem. Subcomponents are the Army Chorus, the Army Chorale,

TAIR teams score big for Indianapolis Battalion

by Dorothy Summers, Indianapolis Battalion

During September, a linguist and culinary artist traveled around Indianapolis Battalion to enlighten students about the Army.

For a week, SGT Hector Garcia, a linguist from Fort Campbell (Ky.) exposed high school students to opportunities in the linguistic area they may not have known existed.

Garcia gave his best effort and was able to open doors to a high school, which previously allowed recruiter visits only twice a year.

He challenged high school students to translate his biography and converse with him in Spanish.

"We are moving towards a global economy," he said, "and we as a people must learn to respect others and their language. For example, if you go to Mexico and attempt to speak their language, people will warm up to you quickly, invite you into their home and share whatever they have."

One instructor was so impressed with Garcia that she gave the students a test on his presentation.

The Anderson Recruiting Station reaped a bonanza of leads after stacking their classes with juniors and seniors.

Later in September other recruiting stations within Indianapolis Battalion hosted a visit by SFC Mary Macko, a culinary artist also from Fort Campbell. She gave garnishing demonstrations that impressed teachers as well as students.

Radishes, tomatoes, carrot sticks, square eggs and a decorative cantaloupe fruit basket dazzled and tantalized students' palates.

The decision to become a culinary artist took her to Fort Lee (Va.) where she competed in the annual culinary arts competition and walked away with third prize.

Her skillful talent brought in large audiences and a lot of success to the local stations.

the Army Blues, the Army Strings, the Army Herald Trumpets, and the Army Brass Quintet.

The Old Guard

The Third United States Infantry (The Old Guard): The Old Guard serves as the Army's official ceremonial unit with most of its performances taking place in Washington D.C. The Military District of Washington, Ceremonies and Special Events coordinates their schedule. Its performing elements include the United States Army Drill Team and the Fife and Drum Corps.

Glossary of TAIR activities

Military occupational specialty and skill

clinics: Recruiters request members of the Army to give workshops and interact with high school students in certain skill areas such as band clinics and sports clinics.

Static displays: Non-USAREC Army organizations, especially local Reserve units provide static displays such as communications equip-



Members of the Old Guard drill team perform at Corydon (Ind.) Central High School. (Photo by Frank Ulery)



ment, radar equipment, or military vehicles for recruiters to use as an attraction at school or community events. This could also be a specialty display on a military topic such as the Commemoration of World War II display provided by the DOD 50th Anniversary of World War II Commemoration Committee.

Prospect orientation tours of military installations and Army medical treatment facilities:

Recruiters escort groups of prospects on a tour of an Active Army installation, often a post where basic training is conducted, to allay their concerns about basic training and other conditions that they will face in the Army. Nurse prospects are given tours to Army medical treatment facilities where they are able to witness firsthand what Army medical treatment facilities are like and to speak with Army nurses about Army careers.

Guest speakers: Non-USAREC Army personnel such as general officers or nurses support recruiting by speaking to groups of prospects or influencers at USAREC coordinated events.

Demonstrations: Units from Army agencies perform in the private sector in support of recruiting. Demonstration teams may provide additional support in the form of high school presentations, involvement in DEP functions or other activities during recruiting add-on days while on nationally scheduled tours. Examples of demonstrations are band performances and ceremonial units such as drill team and color guard demonstrations, parachute team exhibitions, aircraft flyovers and other aviation demonstrations. 🇺🇸

Serving recruiters and families



— *Command chaplains working for quality of life*

by Vernetta E. Garcia, RJ Staff

Their mission is you. "There should never be a time when a recruiter or their family members say no one cares, no one wants to help me. There are at least five chaplains — we will do everything we can to get assistance," stated Chaplain (LTC) Carlton L. Harper of HQ USAREC.

Each chaplain has a main focus within their brigade, but they all share a deep concern for every recruiter and their family. They know the major problems faced each day by recruiters and their families, and address these problems head on. And they are diligently working on future projects to help deal with the trials and tribulations of Army recruiting life.

Main focus

The chaplains possess a tenacious desire to help others. But they each have their own individual approaches and concerns.

"Always my number one concern, no matter what unit I'm assigned to is that every person in the unit be given the opportunity to worship God and become God's child as they see it. It is my job, my joy . . . it excites me to help people become all of God's child that they can be — that's always my number one priority," said Harper.

Spirituality is forefront in the chaplains' minds, but they also have more specific issues they focus on, such as self-esteem. The 2d Brigade Chaplain (LTC) James Winn's concern is to ensure that recruiters have a positive self-esteem. "I want them to feel good because there's self worth to them. If they feel good, they can do things that they're required to do, and they are able to deal with the pressures of recruiting."

"I tell them, you are a child of God, and if God loves you it's imperative that you love yourself," explained Winn.

Winn said he actually brings a mirror to his classes with recruiters, so they can physically look

at themselves, and he helps them understand that it is imperative to like the person they see in that mirror.

The 5th Brigade Chaplain (MAJ) Tim Skramstad said he also spends a lot of time building recruiters' self-esteem, so they know they are great people doing a great job. "My main concern is to work with both single and married recruiters. I try to encourage them in personal, spiritual, and family matters," said Skramstad.

The 6th Brigade Chaplain (MAJ) Jim Goodwill is concerned about the stress recruiters face on a daily basis. He focuses on helping recruiters and families cope with that stress. "We are taking classes to the support groups and to unit training, and have sessions with recruiters and their spouses," said Goodwill.

Working the major problems

The chaplains' focuses, spirituality, self-esteem, and managing stress, are directly related to the many problems recruiters face on a daily basis. And chaplains are vigorously tackling the problems they see head on. Maintaining a quality of life, gaining support, and the stress of mission are issues chaplains frequently face with recruiters and families. So, although they can't see recruiters all the time, the chaplains spend a great deal of time on the road talking with recruiters, educating families, and organizing various self-development training.

Skramstad provides marriage enrichment and parenting skills at both levels, company and battalion. He tries to help build communication between spouses and between parent and child.

Goodwill explained it's very difficult to see the recruiters all the time. "I'm working to resource back to the community — I find counselors, mental health workers, or clergy in community to work with our recruiters and their families." He wants recruiters to know they are not alone, there are others out there who want to help work through their problems.

Skramstad also said, "There is no way possible for the brigade chaplain to visit and have a relationship with all recruiters in the area. So I try to encourage other religious leaders to open their hearts and doors to our recruiters."

1st Brigade Chaplain (MAJ) Keith (Kip) Harriott vehemently discusses quality of life and setting priorities with recruiters. "I often ask recruiters have you taken your family for a Sunday ride, or gone to the local park, or played football with your children," he said. "Recruiters can spend time with families if it becomes a priority." He noticed that setting priorities can be a big source of frustration to recruiters, especially the new ones. He helps recruiters put their priorities in perspective and define what is important to them.

Harriott wants them to know he understands their plight. "I want them to know I understand that I know where they're coming from. I remind them it's not the big things — we can do small things. Quality is the most important thing."

"The major problem, I see, faced by recruiters and their families is a lack of knowledge. People are working, from ACS to CHAMPUS, to assist them. If they don't have knowledge of these things, families become stressed," explained Winn. He says once they get the knowledge and the support he sees immeasurable growth within the families. "They realize they're not alone."

Winn also observed that families seem to have a false sense of security from living on an installation. Because they're out in a community and away from an installation, they feel they are not a part of the Army. "They say they can't wait to get back to the real Army. This is the real Army," he explains to them. "They're as much a part of the real Army if they're in Paducah, Ky. or in Haiti. Quality soldiers wouldn't be in Haiti if weren't for the recruiters in Paducah, Ky. I tell them they are recruiting the future peacekeepers of the world."

Harriott further explained, "Quality of life is not the chaplain's responsibility or the commander's responsibility. It's the recruiter's and his wife's responsibility." He noted that it's important to remember that small changes can make such a difference, it doesn't always have to be something big.

A short phone call to the spouse during the day can go along away, said Winn. He said recruiters make a lot of phone calls during a day, so why not call your spouse and say "I'm thinking of you and I love you."

Winn said, "I tell them it's not the

big things that make a difference, it's basic caring and sharing to keep a relationship together."

Not doing it alone

Chaplains are the first to admit that they couldn't accomplish all they do without help. Chaplains give a lot of credit to the Family Services Coordinators, the family support volunteer groups, as well as the many military agencies that provide assistance to recruiting families.

"The FSCs are doing an outstanding job with the volunteer groups. They have worked untiringly for the families," Winn said. He says once these groups start working with the families these families realize they are not in this alone.

Goodwill explained, "I often hear about recruiters needing counseling through the FSCs and I like for the recruiters to go through them so no one is left out of the loop. FSCs are my eyes and ears to the brigade, they know about babies, marital problems, etc., before I do. I deeply appreciate them!"

Goals for the new year

They're not done yet. Chaplains are enthusiastically working on projects for the coming years. They want to get more chaplains out in the field to work with the recruiters. They want more training and counseling to keep the families informed. They want to see family and marriage retreats to build stronger communication within the families and so much more.

"I want to take a look at doing religious/marriage retreats. Right now we're looking at funding and logistics. I would like to do at least two retreats and maybe combining some of the battalions," Harriott said.

Skramstad is also looking at having marriage retreats mostly at battalion level.

Goodwill agrees, "We are also trying to do retreats — family oriented, to get out of the community and away from the station so they have time to stress down and do other things."

Winn said, "My goal for the coming year since we took on two new battalions (Columbia and Raleigh), I'm going to flood the brigade with every kind of training, communications skills, and preventive suicide training. I'll be giving coping skills to minimize stress that recruiters face. I am about being proactive."

They joined the command about a year ago, but in that short time they've reached out and uplifted many.

The recruiting command chaplains are serving God, the Army, and you! If you want or need help all you have to do is ask. ☺



A return on your investment

— *Potential even higher with change*

HRAP, the Hometown Recruiter Assistance Program, could be defined as Helping Recruiters Actively Prospect. How can this be done? By a new soldier, fresh out of training coming home to “Tell the Army Story” in his or her hometown. Recruiters could also consider HRAP soldiers as an excellent ROI (return on investment).

The Hometown Recruiter Assistance Program brings the best soldiers back to their hometowns. These soldiers help recruiters talk to young people about the Army, using their own experiences to tell the story of Army training, benefits and opportunities.

The command goal for FY 95 is at least two HRAP soldiers per recruiting station. With the recent increase in opportunities for female soldiers, emphasis should be placed on identifying and recommending new female enlistees. Basically, a station should strive for a 50/50 male/female split for HRAP soldiers when possible.

Participation in the program is strictly voluntary. A major change to the program allows soldiers who are high school diploma graduates to

***Credibility, that's what
it's all about.***

participate upon graduation from Advanced Individual Training (AIT) or One Station Unit Training (OSUT). This change will help recruiters work toward accomplishing the command's goal. Additionally, procedures have been established which enable recruiters to assist in the recommendation process of soldiers for HRAP duty. A message outlining the procedures was sent to the field via CC:Mail on Aug. 11, 1994. Recruiters should follow the procedures to identify and recommend new enlistees for potential HRAP duty.

The management of HRAP is centrally administered at HQ USAREC. SFC Angelo Owens, who manages the program, asks that recruiters help spread the word about the program.

“Soldiers are being briefed about HRAP when they arrive at the training locations.” However, says Owens, “if the program is to work well, recruiters must talk about it to their DEP members while still in the Delayed Entry Program.”

Eligibility criteria and procedures for HRAP duty are outlined in USAREC Regulation 601-103. Whenever possible, recruiters should ensure that all soldiers currently serving in CONUS and potential AIT/OSUT graduates are aware of the criteria and the procedures for volunteering.

“Credibility, that's what it's all about,” says MSG Edward Groleau, 6th Brigade Operations. “Who has more credibility in Hometown USA than a returning soldier who has actually experienced Army life?”

With that in mind, let's work together and take advantage of what can be a valuable asset for recruiters. 🗣️

Recruiter Procedures for HRAP Recommendation

- Annotate the USAREC Form 794 (Enlistment Processing Worksheet) — Recommended for HRAP duty.
 - Place a preprinted DA Form 4187 with cover sheet (USAREC Label 17) in the applicant's enlistment packet.
 - The DA Form 4187 with cover sheet will remain in the enlistee's file and will be suspended by the Student MILPO at the training location for processing prior to graduation from AIT/OSUT.
-

RECRUITER PROCEDURES FOR HRAP RECOMMENDATION

Annotate USAREC Form 794 for potential HRAP duty.

ENLISTMENT PROCESSING WORKSHEET (For use of this form see USAREC Reg 601-96)

(Recommended
for HRAP duty)

APPLICANT NAME:	SSN:	RSID:	SHIP
APPLICANT TYPE: RA USAR NPS PS GLOSSARY NPS	APPLICANT RECORD IN ARADS? Y N		
EDUCATION: AFQT: TEST DATE: TEST LOCATION:			WAIVER REQUIRED?
RECRUITER NAME:			

(Sample of the top portion of USAREC Form 794)

Place preprinted DA Form 4187 with cover sheet (USAREC Label 17)
in the enlistment packet.

PERSONNEL ACTION

For use of this form, see DA Form 4187 and AR 600-1, the personnel agency in MILITARY.

SECTION IV - REMARKS

Apply to Sections II, III, and V. Outline as separate sheet.

I understand that this absence is not directed by any official of the U.S. Government and I am participating in the Hometown Recruiter Assistance Program on a volunteer basis. Accordingly, I will not be entitled to reimbursement for travel, per diem, or any other expenses. I understand that I have the right to cancel at any time and return to my regular place of duty.

Requestor signature _____

Itinerary:

(Date) :	Depart (Location)	Arrive (Location)
(Date) :	Depart (Location)	Arrive (Location)
(Date) :	Depart (Location)	Arrive (Location)

Recruiting station commander verification of HRAP

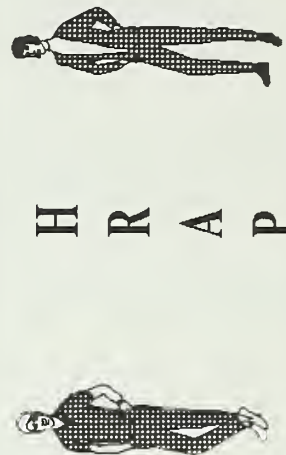
participation:

Soldier arrived _____ (Date/Time) Soldier
departed _____ (Date/Time)

Recruiting Station Commander _____

HOMETOWN RECRUITING ASSISTANCE PROGRAM

NOMINEE



PLEASE INTERVIEW FOR POTENTIAL HRAP DUTY,
IAW USAREC REG 601-103, PRIOR TO
ASSIGNMENT INSTRUCTIONS BEING PUBLISHED.

USAREC Label 17

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A spouse writes:

My husband recently came up on assignment as a TTE recruiter (levy). This assignment has been very hard emotionally and financially on our family. The pressure from his station commander to make mission, with comments about his career ending if he doesn't make it through the nine month program do not help him. As far as I am concerned it just places more stress on an already stressful situation.

We've been told that a TTE recruiter who fails can be reduced in rank with a bar to reenlist, put on a QMP (quality management program) list or put out of the Army for dereliction of duty immediately following the nine month period. My husband didn't choose this assignment, but is trying to do the best he can anyway.

The way I see it is a soldier should not be levied into recruiting, but it should be a voluntary program, with family members counseled as to what to expect from the assignment. This assignment not only affects the soldier, but the family as well. There are many changes that are not dealt with on another assignment, such as no Army medical facilities, no PX or commissary, and no family support centers close by. We are just counting the days till we can go back to the mainstream Army.

We feel like we've been abandoned by the Army somehow.

The Chief of Staff responds:

Thank you for using The Way I See It to express your concerns and frustrations as a new recruiting spouse. Your sponsor's recent assignment to Recruiting Command presents new challenges to the family, a situation shared by more than 1,000 new recruiting spouses each year. You are not alone. Hundreds of spouses face these challenges with you daily. The US Army Recruiting Command is dedicated to helping you adapt to unfamiliar circumstances and to providing the resources you and your sponsor require to make recruiting a rewarding experience.

Your husband's involuntary assignment to recruiting speaks highly of his professionalism and accomplishments. The Army places its best soldiers on recruiting duty because America's Army

needs to attract young people with the potential to become just like them.

Recruiting can be demanding, but the vast majority of quality NCOs like your husband learn quickly and perform with excellence. Resident training is followed, as you noted, by a nine-month apprenticeship program to help the new recruiter learn while doing. There is pressure to make mission, but no more than one would experience in any other Army unit with a mission critical to the Army's existence. Remember, your husband, and thousands like him, make sure America has an Army.

Recruiting is not a career threatening assignment for quality NCOs with a successful track record who are willing to give it their best effort. Sure there are horror stories told around the water cooler about SGT So-And-So who was fired for not making mission. What is left out of these stories is the SGT So-And-So was probably relieved for cutting corners to qualify a prospect or for inappropriate conduct with an applicant. Now and again a supervisor may revert to negative motivation (threats) instead of positive leadership. Field commanders try to identify and resolve such situations promptly. Quality, experienced NCOs who apply the same level of dedication here that they have in previous assignments usually find recruiting a rewarding experience.

There's help out there for families also. Your recruiting company probably has an experienced spouse who is serving as a volunteer family support coordinator. Find out who that is. This person can be invaluable in making sure you get the information and services needed to make the most of your recruiting tour. Your recruiting battalion has a full-time Family Services Coordinator whose job it is to answer questions, provide openings to resources and make sure families are connected to the organization. Use these assets. Reach out to other recruiting spouses in your area. All will have gone through some of the initial difficulties you are now experiencing.

The loss of community services available on most Army installations can be a disturbing transition. People are near who can help if you just make your needs known. You and your husband are embarked on what may be the most important

assignment of his career, recruiting America's Army. Reach out to local leaders and let them help. Thank you for your selfless service thus far. I trust your recruiting tour will be much more rewarding than seemed possible at first.

A recruiter writes:

I am a concerned US Army Reserve Technical Warrant Officer recruiter (TWOR), and it has been brought to my attention by my budget department, that I can no longer use my Recruiter Expense Account (REA), when claiming my warrant officer applicant meals or snacks when we get together to discuss the benefits of either becoming a warrant officer or reentering a Troop Program Unit (TPU) to my Individual Ready Reserve (IRR) members.

The reason, I am told, why I cannot use my REA is that by regulation this money is not to be spent on anyone who is in the military. What I don't understand, if this is the case, how do the Regular Army recruiters get away with this once their applicant enters the Delayed Entry Program (DEP)? It has always been my understanding that once an applicant enters the DEP he/she is a member of the military just waiting to ship out to basic training.

As a TWOR I deal exclusively with US Army Reserve (USAR) personnel either in a TPU or the IRR. It is just about expected of myself, from my applicants, especially the IRR members, that they be wined and dined to a certain extent to gain their contract. The majority of the time, I am only able to meet with my applicants over a meal or at the very least a cup of coffee, due to the fact that they have full-time jobs and families to deal with also.

The same is also true with my Center of Influence (COI). All of mine are unit administrators; and because of their civilian jobs, they also have to be dual status - also a member that you really have to pamper. Without their cooperation and being on their good side, you will never get access to any applicant personnel file to get the necessary paperwork to assemble a warrant officer packet.

Unfortunately I am not wealthy enough to be

able to put out the extra money out of my own pocket to make these contacts, plus meet my monthly obligations too. What do I do?

I would appreciate if you would address this concern in the *Recruiter Journal*, as I do read each issue and anxiously await your reply through this publication.

The Chief of Staff responds:

Reserve Technical Warrant Officer recruiters can't use their Recruiter Expense Account (REA) on warrant officer applicants, while the Regular Army recruiters can use their REA on DEP applicants. This is an on going issue at Department of Defense level. It is the opinion of the Director of Military Personal Management (DMPM) and the Office of the Judge Advocate General that since IRR and TPU members are military, they are not eligible to be provided meals.

The basis for funding meals for DEP members, as stated by the DMPM, was that they meet the statutory and regulatory definition of prospective recruits. Members of the Delayed Training Program were specifically addressed as not being authorized meals because they are current members of the USAR. The basis for the distinction between DEP members and other members is as follows: members of the DEP are specifically exempted from Reserve training, are not within the strength accountability of the IRR, and are not subject to the UCMJ. Membership in the DEP is not included in a service member's period of creditable service for pay purposes, and DEP members cannot earn retirement points. The DMPM has forwarded this issue for resolution by the fiscal law authorities at DoD. Until a resolution of this issue is obtained, only prospects and their families, DEP members, and COI are authorized meals from Army funds.

Clearly, this is an important issue at HQ USAREC. As developments warrant, we will keep the field informed on any changes concerning this issue.

Point of contact for the Reserve Affairs Directorate is MAJ Noble at toll free 1-800-223-3735, extension 4-0473.

How do you see it? Send your comments on the form on page 21.

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
1307 3rd Avenue
Fort Knox Kentucky 40121 2726



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What's in it for you

— Success 2000 implements new award incentives

Teamwork is USAREC's commitment to excellence and subsequent success in FY 95. Under the Success 2000 initiatives implemented last month, once a recruiting station has accomplished the station combined monthly contract mission box, every recruiter assigned to the station is considered successful as a part of the station team, regardless of the number of contracts they have written.

What does this do for those recruiters who find themselves compelled to overproduce, USAREC's hot shots? The new Recruiting Incentive Awards Points System is designed to recognize both teamwork *and* individual recruiter accomplishments.

- Individual recruiter production points will be awarded to RA and USAR recruiters for each personal contract written.
- Station mission box points will be awarded to RA and USAR recruiters, OPSCs, and LPSCs in addition to personal production points when combined RA and USAR station mission box is accomplished.
- RA accession and USAR NPS ship points will be awarded to RA and USAR recruiters and OPSCs each time a personal RA contract accesses or USAR NPS contract ships to training. USAR recruiters will receive accession points for USAR NPS split option training applicants when they ship for basic training. Recruiters have already started receiving accession/ship points for all applicants who access or ship after Sept. 26, 1994.

- Recruiting station commander leader points will be awarded to OPSCs or LPSCs for each volume contract written over combined station mission box.

Substitution Rules

Only the following substitution rules are authorized to determine combined station mission box. Higher to lower substitutions are not authorized except as follows:

RA Mission Category

HS Diploma Grad I-III A
HS Senior I-III A
Other

Substitutes for

HS Senior I-III A
None
None

USAR Mission Category

HSDG/Currently in HS I-III A
Prior service
Other

Substitutes for

Prior service and other
Other
None

Note: Quarterly notification will be made if change occurs to these rules. There is no additional point value for substituting a higher category for a lower category to achieve station mission box.

Recruiter Points

If combined station mission box is accomplished, all recruiters in the station will receive 50 points.

Individual production point values as outlined below are awarded for each personal contract written, without regard to station mission box.

For RA accessions or USAR NPS shippers, recruiters will receive 20 points when contract accesses or ships, without regard to combined station mission box.

Note: An automated program to obtain data from the UNIVAC System is being prepared to capture RA accession and USAR NPS shipper data. Instructions for accessing the data will be made available to the battalion operations personnel when completed.



Computation of points for newly assigned recruiters (in the Recruiter Program under UR 350-2) will begin the first full RSM the recruiter is available for production. For example, if a recruiter arrives at the station on Jan. 4, points computation will begin in RSM Feb; if the recruiter arrives Jan. 29, points computation will begin RSM Mar.

If a recruiter has a permanent change of station within USAREC, the incoming recruiter or a recruiter designated by the station commander will assume the DEP/DTP pool and receive the accession points. The departing recruiter will assume the DEP/DTP pool at the next recruiting station. It is the station commander's responsibility to initiate and forward USAREC Form 991 (Delayed Entry Program and Delayed Training Program Transfer and Assumption) through the CLT to battalion operations, per UR 601-95, para 2-1b.

When a detailed recruiter departs by normal rotation and has enough DEP/DTP members available to access or ship in the next two full RSMs that would provide enough points for award of the gold badge or recruiter ring, the battalion awards clerk will continue to actively maintain the awards points. If either of those awards are earned, the battalion will take necessary action to provide the award to the departed soldier. In addition, the recruiter who assumes the departing detailed recruiter's DEP/DTP pool will also be awarded accession or ship points.

Recruiters will continue to receive combined station mission box points, accession and ship points, and any production points for applicants who enlist under the recruiter's SSN during approved extended absences such as TDY for training, leaves, and so forth. Recruiters working at company, battalion, or assigned as guidance counselors will also continue to receive points during extended approved absences. Recruiters who have been relieved because of recruiting improprieties are not eligible to receive incentive award points.

RS Commander Points

On-production station commanders (four or fewer recruiters) have the option of receiving indi-

The number of "production recruiters" is the number of field recruiters and OPSCs assigned.

vidual production points for personal contracts written (the same as a field recruiter) or receive RS commander points, whichever is most advantageous. Personal accession or ship points will be awarded to the OPSC regardless of which method is used to compute points. RS commander leader points will only be awarded if the LPSC method is used to compute points for the OPSC.

Limited-production station commanders (five or more recruiters) receive points computed as follows if combined mission box is not achieved:

1. Add all individual production and bonus points awarded to each RA/USAR recruiter assigned to the station. Do not include accession/ship points.
2. Divide the total from step 1 above by the number of production recruiters assigned to the station. Do not count the LPSC.

Note: The number of production recruiters will be the assigned strength except when a recruiter is not on production for a complete RSM due to DA or USAREC schools, convalescent leave, maternity leave, relief (removed from station), or emergency leave. A recruiter will be counted as an assigned recruiter if present for production at any time during the RSM. Ordinary leave will not be a consideration regardless of length.

Recruiters in the Recruiter Program (UR 350-2) will not count as production recruiters or count in the divisor until their first production month.

Company Level

Company level recruiter points will be computed each RSM as follows:

1. Add all individual production points and bonus points awarded to each RA/USAR recruiter assigned to the company. This total will not include box points or accession/ship points.
2. Divide the total by the number of field recruiters and OPSCs assigned to the company (production recruiters).

The assigned strength may be adjusted in the same manner as outlined above for LPSCs.

Note: Mission box points are not awarded above station level. Do not include nurse points when computing company, battalion, or guidance counselor points.

Guidance Counselors

For guidance counselors not in consolidated MEPS compute points as follows:

1. Add all individual production points and bonus points awarded to each production recruiter assigned to the battalion. This total will not include box points or accession/ship points.
2. Divide the total by the total number of field recruiters and OPSCs assigned to the battalion.

The assigned strength may be adjusted in the same manner as outlined above for LPSCs.

Guidance counselors in consolidated MEPS will have their points computed as follows:

1. Add all individual production points and bonus points awarded to each production recruiter assigned to the battalions supported by the consolidated MEPS. This total will not include box points or accession/ship points.
2. Divide the total by the total number of production recruiters assigned to the battalions supported by the consolidated MEPS. (The assigned strength may be adjusted in the same manner as outlined above for LPSCs.)

The brigade responsible for the consolidated MEPS will be responsible for tracking consolidated MEPS guidance counselor points. The assigned strength may be adjusted in the same manner as outlined above for LPSCs.

Battalion Level

Battalion level points will be computed each RSM as follows:

1. Add all individual production points and bonus points awarded to each production recruiter assigned to the battalion. This total will not include box points or accession/ship points.
2. Divide the total by the total number of production recruiters assigned to the battalion.

The assigned strength may be adjusted in the same manner as outlined above for LPSCs.

Special Missions

For OCS and WOFT, point values are:

- Accession or ship point value is 50 points.
- DEP-in production point values are determined by the contract category.

For RA Special Forces point values are:

- Report to Fort Bragg, 15 points.
- 160th SOAR, each packet 15 points.

USAR Technical Warrant Officer points are:

- Proponent qualified and board eligible, 50 points.
- IRR to TPU/IMA transfer, 20 points.

Army Nurse Corps Recruiters

For the Army Nurse Corps Program, mission box points are not awarded.

For Regular Army:

- Commission/ANCP Credit, 75 points.
- Accession, 75 points.
- Bonus points for 66F/UT-H/HPSP/USUHS, 150 points.
- 91CC/VC — Production point value of the contract will be awarded when written, 10 CG bonus points, and ship points when applicant ships for training.

For Army Reserve:

- Commission, 50 points.
- Bonus points for 66F, 100 points.
- ACASP 91CC — Production point value of the contract will be awarded when written, 10 CG bonus points, and ship points when applicant ships for training.

Army Nurse Corps LPSC points are computed by taking the aggregate of recruiter points earned for the month divided by the number of production recruiters assigned.



Administrative Details

Award qualification is not based on the accumulation of points during a specific period of time — that means there are no more 6- or 24-month sliding windows. Total points will be cumulative each RSM. When more points are earned than are required to receive an award, the excess points will be added to the next month's points computation.

For transition from the current awards program sliding windows to the Success 2000 awards program, the following rules apply to carry forward points to RSM Oct 94:

1. Add the point totals for RSM Sep (the new month).
2. Beginning Oct 94, the oldest month's point total will no longer be taken away from the cumulative total. Each RSM point totals will be added for computing eligibility for the next award.

CG bonus points will be announced quarterly and are subject to change according to the needs of USAREC.

CG Bonus Points, 1QFY95

The following are authorized CG bonus points for 1st Quarter, FY 95:

- Quarterly Mission Box, 40 points.
- 91CC/VC/BAND, 10 points.
- CONAP (after acceptance), 5 points.



Cascade training the Quality way

by Warren Nielsen
USAREC Quality Manager

Recently I read that the purpose of training was to change behavior. Since behavior is integral to our attitudes, beliefs, and personal values, training on the philosophy and concepts of Quality Management must be presented to the brigades and battalions with their concerns and interests in mind. One way to accomplish this task is to provide cascade training throughout the command. Cascade training is simply defined as: train the trainers closest to the organization who can then apply their new knowledge to fit their organizational needs.

In the *Recruiter Journal* (Jul 94) article, *What's a PAT?*, four basic components of the Quality Management philosophy were identified:

- Customer focus
- Performance measurements on what we do
- Identifying and solving problems through teams
- Continuous process improvement

Taking these primary elements and integrating them into the command's Total Recruiting Quality (TRQ) efforts will require extensive training at all levels of the command. Sounds like a tough assignment . . . here's what is being done. The command has established and trained Quality Advisors or facilitators in each directorate and special staff within the headquarters. These facilitators assist the directors in leading Quality change within their organization.

Brigade facilitators have been identified and were trained on 19-22 September 1994 at Fort Knox. The training included:

- How to present TRQ awareness training
- Team building and dynamics
- Customer identification
- Self and team assessments
- Tools and techniques used for measurement
- Handling team conflicts
- Communication skills

Starting off FY 95, all the recruiting brigades and the Recruiting Support Command will have received TRQ awareness training and have trained facilitators available. Total Recruiting Quality training will then begin to cascade down to the recruiting battalions. Look for interesting Quality training in the following areas:

- Introduction/definition of the Quality philosophy
- History of the Quality movement
- USAREC vision and strategic goals
- Changing the culture
- Quality tools and terms
- Team building

DEFINITION

Facilitate — To assist, make things easier.

Requires sincerity, sensitivity to the team's needs and responses while maintaining a positive, optimistic approach. Facilitators should:

- Be encouraging, not judgmental.
- Be open and non-threatening.
- Be relaxed and self-assured.

A final thought: "In the end, the only people who fail are those who do not try."



History aids recruiting

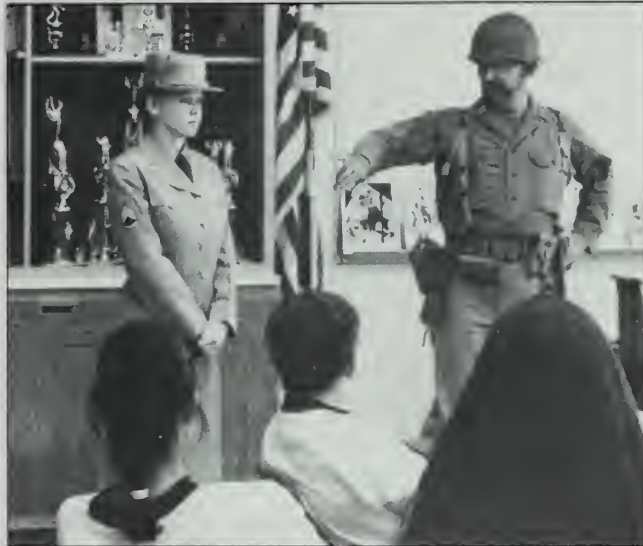
Story and photo by Alice Lewis, Sacramento Battalion A&PA

■ He was wearing a uniform of the US Cavalry. The blue uniform is the same type as one worn by Union Army soldiers representing the North during the US Civil War. He wore tall black leather boots with old fashioned spurs attached. Completing the uniform were a combination of a blue jacket trimmed in yellow, and linen suspenders attached to his light blue trousers which were held by leather buttoned-down fasteners. As he removed the hat and gloves that matched his uniform and laid down the highly polished saber, "I've been out at an area high school presenting a Civil War history clinic," Advertising and Public Affairs Chief, Gil Hogue said to an inquiring recruiter.

He does this as a part of the battalion community relations program endorsed by the commander. The history clinic presentation depicts the life style of US Army soldier during the various American wars, Hogue said. He has presentations prepared representing the Revolutionary War, Civil War, World War I and World War II, and intends to add the Vietnam War soon.

To initiate a clinic the recruiters send him their requests for a particular area school, and they personally participate, Hogue said. He and the recruiters wear replica uniforms while they instruct the class in the history of each war period. "We bring in, with school approval, period equipment and various types of arms used by the soldiers then," Hogue said. "However, all my arms are non-functioning replicas and live ammunition is never brought into the classrooms."

Before starting the clinic, he passes out lead cards to be used by those interested in more infor-



Gil Hogue describes the women's World War II uniform worn by SGT Christina Plante, Sacramento Battalion recruiter.

mation about the Army after the clinic, Hogue said. He gets from 10 to 50 percent of cards back which also helps out the recruiter.

The World War II clinics are most popular this year due to the interest generated by the activity of the 50th Anniversary of D-Day. "I think the demand for Civil War and World War II clinics has increased due to the mov-

ies and television mini-series shown lately depicting these eras in American war history," Hogue said.

The clinics generate plenty of interest and positive feedback from teachers and students, even from the ones who are not interested in joining the Army, stated Hogue. He believes that at least they are learning the Army's proud history.



■ BG Rip Roper shares his expertise with SGT Mary Carty and SGT Rocke Evans at Holmes Recruiting Station during his visit to Philadelphia Battalion. (Photo by Jim Russell, Philadelphia Battalion)

Hood to Coast

by SFC Mike "Paws" Haynie
and Debi Kemp, Portland
Battalion

■ The alarm went off at 5:30 a.m., not an unusual occurrence in this job, except it was a day off. So why would anyone drag themselves up at such an early hour? It's Hood to Coast time.

Hood to Coast time is a time you have to personally experience to fully understand why anyone would spend money, lose significant hours of sleep, run some grueling miles and then spend their relaxation time cramped in a van with six other tired, sweaty people.

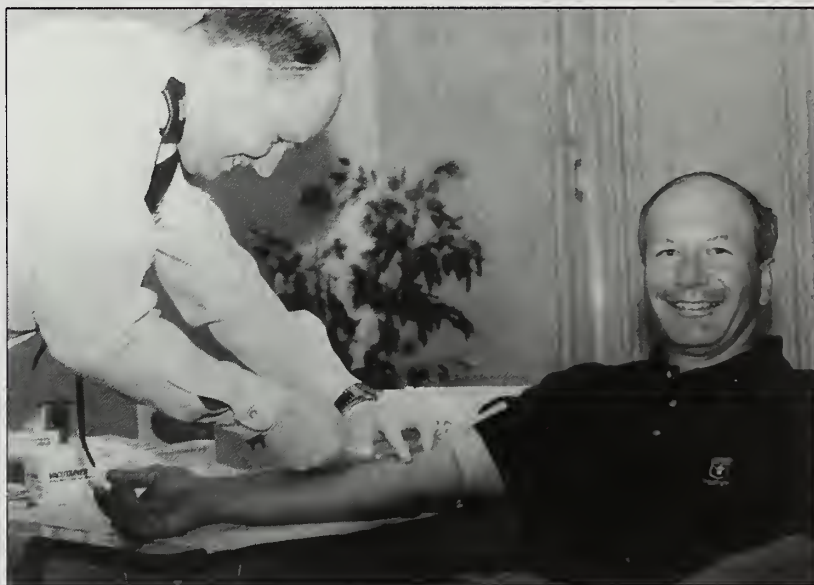
The Hood to Coast race in Oregon began as a weekend adventure 13 years ago for five local runners. It has since turned into the longest and largest relay race in the world. The race is limited to 750 teams (each team consisting of 12 runners) with runners traveling from as far away as New Zealand and Japan to participate. The race fills to capacity at least two months prior to its start. Each runner has three designated legs ranging from 3.8 to 7.1 miles to run during the course of the race. The course covers a total of 192 miles, provided you make no wrong turns.

Several Portland Battalion personnel participated in the 1994 Hood to Coast Relay Race on two different teams — the MEPS team, Breaking Wind, and the Big Dogs team.

The miles are long with terrain ranging from steep downhill pavement to dusty, gravel roads climbing into the coastal range. Runners and drivers go as long as 42 hours with little or no sleep. Everyone had a great time and ready to do it again next year. However, they all adamantly swear — "next year I'll train!"



Members of the Big Dogs team prior to their start time. (Photo by Jon Tullis)



■ During the 1st Brigade Leadership Conference, COL Patrick G. Snapp, commander, donates blood for the Bone Marrow Donor Drive hosted by the Harrisburg Recruiting Battalion. (Photo by Mary Lhotsky, 1st Brigade)



Lancaster (Pa.) recruiter SSG Robert Hamilton presents a plaque to Ken Bondarchuk designating the Blue Ball Hotel as an honorary recruiting station.

Harrisburg history

*Story and photo by Gary Vezza,
Harrisburg Battalion A&PA*

■ Recruiting can trace its lineage, like so many combat units, to the beginning of the nation. A good example of this heritage is the "recruiting station" at the Blue Ball Hotel, in tiny Blue Ball, Pa.

Several months ago, the Carlisle Company commander was contacted by a hotel/pub owner who claimed that his establishment was an Army recruiting station during the Revolutionary War. The Blue Ball Hotel, named for the blue brass ball that hangs above one corner of the building, is now a well known bar. It doesn't look like a typical Army recruiting station. However, the owner, Ken Bondarchuk, had some interesting documentation.

Records of the David Jones family, published in 1903, indicate that the Blue Ball Hotel was a popular meeting place in the early 1700s. When the revolutionary war broke out, the hotel became sort of a "flag stop" for Captain John Rees. The Jones genealogy states that, "John Rees was a Captain in the Revolutionary War and rented in March of 1778, the Blue

Ball Tavern, in Earl Township, Lancaster County, which became noted as a recruiting station. . . ." Additional historical documents and family records of ancestors of this tiny community support this documentation.

Bondarchuk has been trying to keep the Blue Ball Hotel in operation for the past several years and believes its role in US history is important enough to keep it from becoming another parking lot. He asked the Carlisle Company commander to help secure the hotel some recognition as a historical landmark. All the information Bondarchuk provided was sent to several historical societies as well as the Military Heraldry Unit in Washington, D.C.

So far, there is no official recognition for the hotel, but research on its role in the history of the US and of Army recruiting continues. In the meantime, the battalion presented a plaque to Bondarchuk noting the storied history of the Blue Ball Hotel. So, the Blue Ball Hotel will be forever known as an honorary recruiting station in Harrisburg Battalion.

Denver's own

Story and photo by Martin Barnes, Denver Battalion A&PA

■ On July 12, SFC Antonio F. Gonzales inched his way to work in traffic. He suddenly noticed that the traffic came to a com-

plete standstill. As he made his way to the median, he saw a jumbled mass of wreckage. A sedan had crashed into a pickup truck.

Gonzales rushed toward the accident. Other drivers were pulling a young woman from the sedan. The pickup truck was on its side, and a man was standing on top of it. Gonzales noticed fuel was leaking, and the pickup's radiator was steaming hot. Gonzales warned the man of the potential danger of fire.

The man and Gonzales quickly moved the injured as far from the truck as they could. It was obvious that the pickup's driver and passenger were in severe pain, and could go into shock.

Gonzales noticed that the injured were Hispanic. He began to speak to them in Spanish and kept talking to them to keep them from going into shock.

Neither the doctor nor the paramedics, who later arrived, spoke Spanish, so Gonzales continued to translate for the injured men. As the injured were carried to ambulances and an Airlife helicopter, Gonzales assured them they would be all right.

A typical drive in traffic had suddenly turned into a matter of life and death. Gonzales finally arrived at work — a hero.

For his heroic efforts, Gonzales will be presented a commendation from the City of Aurora Fire Department in January 1995.

The Denver Recruiter Battalion is very proud of its own. Gonzales is a first-class hero.



SFC Antonio Gonzales receives a thank you from SGM William Cutting of Denver Recruiting Battalion.

Living without the luxury of a post

by Cheryl McDonnell,
Family Program Volunteer,
Great Lakes Battalion

Relying on facilities and services of a military base has never been my forte, although my two children were born in service hospitals. Generally, my husband and I have preferred the independence of living away from the base. I believe this idiosyncrasy has prepared me for the uniqueness of being the spouse of an Army recruiter.

We all know that a recruiter's life is different from that of a base-oriented soldier. Yet there are ways the family can assist and improve the quality of family life. Anyone can complain about the long hours, but can something be done about them? First of all, you should know the basics:

- What was your soldier's mission last month?
- Did he make his mission (her mission if your spouse is a female?)

Through your knowledge of the job, you can help his morale, aid in the paperwork process, and, by attending functions, spend more time together.

Second, every spouse should be introduced, as soon as possible, to the station commander who is in charge of station operations in and out of the office. Each one has his own philosophy of how to get the job done and how to handle family problems.

If you aren't already familiar with recruiting duty, it would be beneficial to get a quick briefing from the station commander, if it can be arranged. In short, the recruiter must find prospects interested in joining the Army and then make the sales presentations. If the prospects want to join, paperwork must be filled out before the testing and physical exams can begin. The recruiter's obligation is not finished when an applicant signs the contract. He must keep applicants motivated until their ship date, when they depart for basic training.

When the recruiting month begins, your recruiter must get in there and get the job done.

During the first week of the recruiting month, there should not be any distractions. Keep your phone calls to the absolute minimum. If the job gets done, your recruiter will usually have the privilege of setting his own hours and will not have to work on Saturdays. If he doesn't until the end of the month, he is already in a difficult situation for the new month. It takes, on average, about 10 days from the time an application is contacted until the contract is written. As you can see, just getting the contract is a time-consuming event.

But government regulations, policies, forms and directives ensure that there is still a bunch more paperwork to be done by your recruiter.

To give your recruiter more time to work on contracts and the "privileged" information aspects of the required documents, you can help him by assisting with the completion of some of the routine, time-consuming filing, updating, and transcribing of directory information. This includes the LRL files, which must be kept current by entering students' names from school lists and matching

"Relying on a military base has never been my forte."

them with phone numbers and addresses, and school folder updating. This project can be done together in front of the TV. These folders include the point of contact for the school, school activities for the year and the dates the recruiter is making

school visits. This, of course, must match his mandex.

Also, you can go through the newspaper and highlight those parts which will be of interest and value to him. This means he'll have more time to spend in activities with his family. Your assistance need not be limited to what you can do at home. The great outdoors beckons. There you can do much to improve your recruiter's image while you help out.

Do you carry your spouse's business cards? If you don't, get a whole bunch and keep them in your wallet, purse, and car. Put the cards up on grocery store bulletin boards or hand them to anyone you meet who is a prospect or knows a prospect. But, I have learned that if I don't get the name of the person, my recruiter may not be able to establish contact. Not many people will call just because they have a card.

As you go about your daily travels, you will hear or become involved in conversations which can give the recruiter leads and clues on how to sell the prospective applicant. Recruiters call it "blueprint" information. We would probably call it gossip. But, by paying close attention or by asking questions at the appropriate moment, you can learn details about health, college priorities, loss of a job, personal interests, etc. Though recruiters are selling the Army, these details help them to determine what a person wants. Once they know that, they can come up with a way the Army can fulfill that want.

Even if you don't live in your recruiter's area, you do live in some recruiter's area. You can have an effect on that soldier's job by the way you present yourself to the public. Be positive in everything you say about the Army or any branch of the military service.

It is essential that a recruiter be a part of the community in which he works. I understand it is not always possible to live in the community, but there are many ways to show your support every day. Do your daily chores, such as shopping, in the area. Walk around the mall with your recruiter

while he is in uniform. Always aim to present a positive image. It is good for students to see the recruiter has a life and a family outside the office. Such little things might make the positive difference in the prospect's decision making process.

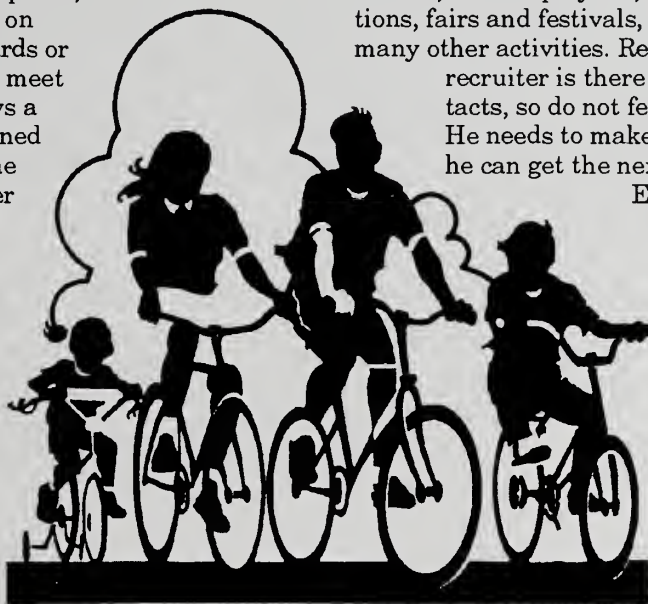
Helping out and presenting a good image on the job can be a lot of fun, especially when attending community functions as often as you can. The list seems to be almost endless: football games, award ceremonies, high school proms (we helped chaperone two last spring), graduations, "Going into the Army" parties, school and church activities, mentor projects, community service functions, fairs and festivals, some DEP functions, plus many other activities. Remember though, that the recruiter is there to work and make contacts, so do not feel that he is ignoring you. He needs to make those appointments so he can get the next Saturday off.

Enough about work. What about home and the quality of life? When he walks in the door at night, he is tired and probably hungry. Be positive and, above all, do not nag. You will only hurt yourself. The more he enjoys his time at home, the more he will want to spend time at home. The opposite

is also true.

The hardest part of being away from post is the separation from people who have common problems. For example, no one living near me cares that CHAMPUS did not pay for my visit to the doctor. And, when I first arrived in the area, I discovered, with a shock, that I was on my own to face the real world. The only advice I received from two recruiters' wives was to go out and start my own life because my husband was not going to have the time to be there. They made the point clear that they had their own lives and were not going to take me under their wing and show me where to shop and how to meet people.

I've realized, finally, that family support groups have difficulties because we have allowed ourselves to lose our sense of community. Because we have become individuals and not dependents, we tend to drift apart. In the process, we lose a unique aspect of military life: being together in sharing a mutual experience with common goals.



Correct USAREC Form 1028

Reference RECUSAR msg 94-062, Part I, dated 19 Sep 94. The purpose of this message is to clarify the correct USAREC Form 1028 required for processing IRR to TPU transfers.

USAREC Form 1028, dated 1 Jan 94, and the previous edition, dated 1 Nov 93, are the only authorized editions of the USAREC Form 1028 that are acceptable for processing IRR to TPU transfers. GC will not process a TRR using any other edition of USAREC Form 1028. If the USAREC Form 1028 dated 1 Nov 93 is used, the recruiter and applicant will date the form in the signature blocks.

Required information on high school letters

Reference RECUSAR msg 94-062, Part II, dated 19 Sep 94 and RECUSAR msg 94-064, Part II, dated 19 Sep 94. This message clarifies exactly what information is required on all high school letters verifying either high school senior or currently in high school status for USAR enlistment.

Every high school letter will contain, at a minimum, applicants full name, social security number, date of birth, grade currently enrolled in, expected date of graduation, school point of contact, title, telephone number and date letter obtained. Understandably, the requirement for the social security number to be placed on the high school letter can only be accomplished if the school maintains the student SSN. If this information is not available based on school records but all other information is complete, the high school letter may be used without exception.

For students currently in high school, the letter must also state

date current school year ends and date next school year begins, in addition to the above information. Every effort will be made to obtain a certified copy of high school transcripts when requesting a high school letter.

Suspension of VACPOT and CLL

Reference RECUSAR msg 94-067, dated 27 Sep 94. The use of VACPOT to determine transfer eligibility and the one pass method is suspended until further notice. It has been determined that the VACPOT that was recently mailed out and previous editions of VACPOT contain contaminated data. Therefore, until further notice VACPOT and CLL may be used as a lead source only.

Verifying high school graduation

Reference RECUSAR msg 94-047, dated 21 Jun 94. All USAR shippers must have their high school diploma or official transcript when they ship to basic training and or AIT. A copy of the diploma or transcript will be included in the applicant's ship packet and the BN residual packet.

The high school diploma or transcript are the only two documents that can be used to verify graduation per AR 601-201 and REPQUAL. Both the NPS bonus and the SLRP incentives require proof of graduation.

Reenlistment/extension control numbers

All reenlistment and extension control numbers issued by the Enlisted Services Division, USARPERCEN, are valid for 10 days from the date of issue. Applicant processing must be completed during this 10-day period. A copy of the reenlistment or extension con-

tract must be faxed to the Enlisted Services Division within 48 hours of completion.

The fax number for the Enlisted Services Division is (314) 538-2201. The original contract must be mailed to Commander, USARPERCEN, ATTN: DARP-EPS-R, 9700 Page Blvd., St Louis, MO 63132-5200 within 5 days of accession. These changes will be incorporated in the next update of USAREC Reg 140-3.

Distribution of the DD Form 4 (Immediate Reenlistment) and DA Form 4836 (Extensions) will be in accordance with AR 140-111, dated 1 Sep 94, Chapters 3 and 7. AR 140-111 can be found in the Reserve Components Personnel Update 23.

Important note: All immediate reenlistment or extension control numbers obtained from the enlisted services division that are not used must be cancelled within 10 days.

Important notices

- Reserve components personnel update 23 has finally hit the field. If you haven't received your copy contact your battalion distribution point (through your chain of command).
- The battalion IRR status check test program was kicked off on 5 Oct 94. The program will be implemented fully as soon as the test justifies it.

Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.

Is there a gender gap?

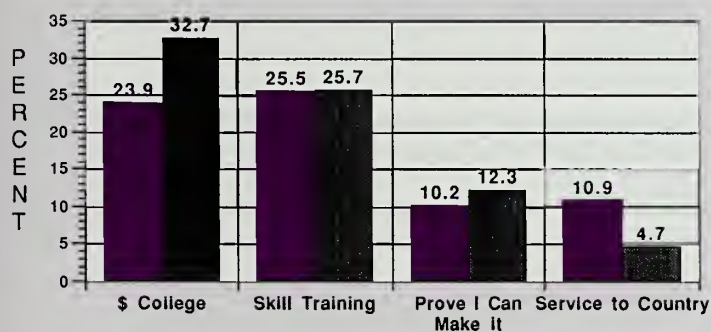
Is there a gender gap between male and female recruits? Recruiters probably could answer that question without the need of the New Recruit Survey, but here at the Market Research Branch of HQ USAREC we quantified this gap. While the gap cannot be considered a chasm, males and females did have several different responses to questions from the FY 94 New Recruit Survey.

■ What is the highest degree or diploma you think you will complete in the future?

76.8 percent of new female recruit respondents expect to attain a college degree compared to 67.7 percent of new male recruit respondents.

■ (What is) your most important reason for enlisting?

32.7 percent of new female recruit respondents say that money for college is the most important reason they joined the Army compared to 23.9 percent of new male recruit respondents. For a comparison of the top four reasons new recruits join the Army, see chart below.

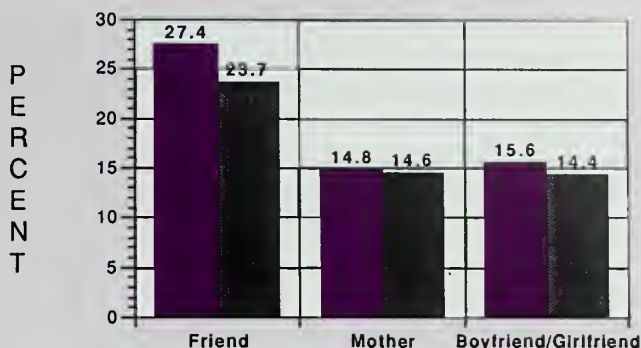


■ Male ■ Female

■ Who was the most supportive of your decision to enlist in the Army?

While parents are the key supportive influencers for both new male and female recruits, females get more support from mom than dad. For male new recruits it is just the opposite.

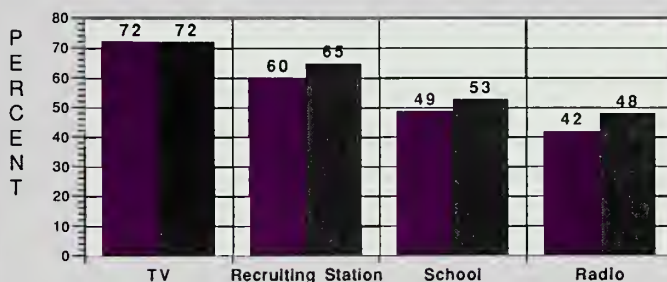
■ Who was the least supportive of your decision to enlist in the Army?



Friends and significant others exert negative influence on all new recruits. Mothers are key influencers (positive and negative) on the Army enlistment decision. See chart above.

■ Do you remember seeing, hearing, or receiving any Army advertising or promotional materials before you enlisted?

Female new recruits had better recall across all media of advertising although the trend from the most effective (TV) to the least effective (radio) was identical for both sexes, see chart below.



Should there be significant differences between the recruiting strategies employed by recruiters in recruiting males and females? There may be times when strategies are significantly different, but that should not be determined by responses to the New Recruit Survey. Recruiting strategy is unique for each recruiter based on his/her candidate. The information in this article should be used as a place to start while the recruiter/candidate relationship is being developed.

The Test

1. When applying a field pressure dressing, tie the tails _____.

- a. loosely over the outer edge of the dressing
- b. into a non-slip knot, directly over the wound
- c. loosely directly over the wound
- d. into a non-slip knot, over the outer edge of the dressing

2. Schools within a station's boundaries will be categorized by the recruiting company commander with input from the station commander.

- a. True
- b. False

3. An unmarried applicant with a child under the age of 18 who has been placed in the custody of another adult must execute _____ prior to enlistment.

- a. DA Form 3286-60
- b. DA Form 3286-59
- c. DA Form 3286-61
- d. DA Form 3286-69
- e. None of the above

4. An eight-digit grid coordinate will locate a point on the ground within _____.

- a. 100 meters
- b. 1,000 feet
- c. 10 meters
- d. 10 feet

5. Prospecting is broken down into two broad categories. These are _____.

- a. telephone and area canvas
- b. telephone and referrals
- c. referrals and area canvas
- d. telephone and face to face

6. An applicant possessing a valid I-151 or I-551 card may enlist for the Ranger option?

- a. True
- b. False

7. When sending a radio message, the first step is:

- a. listen to make sure the net is clear
- b. identify yourself to the individual you are calling
- c. blow into the handset to clear it

8. The following prior service enlistees were out less than five years and their MOS converts to an Army MOS. Which of the following does not require BCT?

- a. A prior service Coast Guard
- b. A prior service Air Force
- c. A prior service Navy
- d. A prior service Marine

9. Lead sources are divided into two categories. These are _____.

- a. the school recruiting program and all other lead sources
- b. all other lead sources and the working market
- c. college bound and all other lead sources
- d. none of the above

10. When evaluating a casualty, first check _____.

- a. to see if the individual is breathing
- b. for bleeding
- c. for responsiveness
- d. for broken bones

11. During MOPP level 2, the protective mask is _____.

- a. worn with hood unzipped
- b. carried
- c. worn with hood zipped
- d. none of the above

12. The planning guide is organized into three sections. These are _____.

- a. yearly, quarterly, and daily
- b. yearly, monthly, and daily
- c. annually, semi-annually, and daily
- d. none of the above

13. A recruiter has a HSSR applicant who took the SASVAB two years ago at age 15. Can these scores be used to enlist him?

- a. Yes
- b. No

14. In order to meet the minimum trainability requirements, a HSSR must have 85 in two aptitude areas other than GT.

- a. True
- b. False

15. An applicant who receives 75 on the English Comprehension Level Test will be required to undergo English training prior to BCT.

- a. True
- b. False

(The answers to this month's Test can be found on the inside back cover.)

Gold Badges



ALBANY

SGT Charles B. Tyus Jr.
SSG Timothy J. Rose

ATLANTA

SSG James C. Johnson
SFC Robert L. Moss
SSG Vincent N. Robinson

BALTIMORE

SGT James W. Johnson Jr.

BRUNSWICK

SSG Michael Drummond
SFC Ferdinand Coderre
SSG Owen Walker

CHICAGO

SSG Matthew A. Nemec
SSG Marshall D. Terrell

CLEVELAND

SSG Nathan Lewis

COLUMBIA

SGT Ronald G. Lamison
SSG Timothy D. Coulter
SSG Charles Stephens Jr.
SSG Alex R. Monroe
SSG Benny L. Heyward
SGT Pamela R. Myers
SSG Daniel L. Boulton

HARRISBURG

SSG Rouse Payne
SSG Matthew R. Mummert

JACKSON

SFC Michael T. Jones

LOS ANGELES

SSG Steven C. Bouley
SFC Marc D. Jenkins

MIAMI

SGT Juan Rodriguez
SSG Wade Pasquarella
SSG Nora Sanchez

MINNEAPOLIS

SGT Eric A. Meister
SSG Laurie L. Bigelow
SGT Jeffrey Murphy

MONTGOMERY

SGT Michael Richardson
SSG Frederick Baskin

NASHVILLE

SGT William P. Martin
SFC Timothy A. Mullins
SSG Jeffrey W. Fletcher
SGT Rhonda A. Bell
SSG Dean E. Davis

NEW ORLEANS

SSG Charles Christ

NEW YORK CITY

SFC Anthony D. Moore
SSG Wilfredo Madera
SSG James T. Woodard
SSG Thomas H. Legall

OKLAHOMA CITY

SGT Michael N. Patterson
SSG Jes W. Witherspoon
SSG David R. Byers

PHILADELPHIA

SSG Vincente Velazquez Jr.
SSG Jeffery Hargrove
SSG Louis W. Sunstein

PHOENIX

SGT Charles Estes

SAN ANTONIO

SSG Richard M. Arredondo
SSG Jose A. Escobar

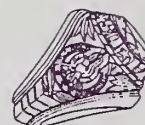
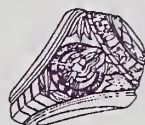
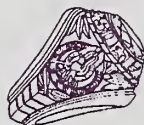
SEATTLE

SFC Robert Cener
SSG Jason A. Wheeler
SSG Lorenzo Velasco-Sergio

SYRACUSE

SGT Edd Freitag

Rings



ATLANTA

SGT Walter Dennard

BALTIMORE

SSG Steven N. Johnson

SGT Marvin L. Chattman

SFC Jaime A. Yepes

CLEVELAND

SFC Cynthia S. Costa

COLUMBIA

SFC James R. Moultrie

SFC Rae I. Batiste

SGT James M. Kupczak

SFC Salvatore J. Sparta

SSG William M. Kain

SSG Norris D. Johnson

SFC Vincent Rutledge

DENVER

SFC Mark D. Shelton

DES MOINES

SFC Leroy A. Johnson

SSG Carson F. Keintrath

GREAT LAKES

SFC Stephen J. Kelbel III

HARRISBURG

SSG Robert Hamilton

SFC Mark J. Miglionico

SFC Johnny M. Davis

JACKSON

SSG Donald R. Leahy

JACKSONVILLE

SSG Andrew Huenink

LOS ANGELES

SSG Deborah Flamer

MINNEAPOLIS

SFC Jeffrey A. Wilson

MONTGOMERY

SFC Ricky A. Hall

NEW YORK CITY

SFC Ray E. Dockins

SFC Stennet V. Lewis

OKLAHOMA CITY

SFC Laurence M. Wagner

PHILADELPHIA

SFC Curtis M. Williams

PHOENIX

SSG Steve Woodside

PITTSBURGH

SSG Ronald D. Jackson

SGT Ralph J. Chubbuck

PORTLAND

SSG James E. Markeson

SFC Robert C. Molton

SALT LAKE CITY

SFC Fulton G. Regnier

SFC Kenneth Kapalczynski

SSG Michael Wasnuk

SAN ANTONIO

SFC Robert Trujillo Jr.

SANTA ANA

SFC Michael A. Diestel

SEATTLE

SFC David W. Colby

SSG Dale W. Rasler

TAMPA

SFC Shelia M. Stewart



RSC Schedule

RSM November Cinema Vans

BALTIMORE, 28 Nov
CLEVELAND, 7 - 18 Nov
DALLAS, 7 - 18 Nov
DES MOINES, 8 - 23 Nov
HARRISBURG, 7 - 23 Nov
INDIANAPOLIS, 28 Nov
JACKSONVILLE, 1 - 4 Nov
LOS ANGELES, 21 - 28 Nov
MIAMI, 7 - 23 Nov
MINNEAPOLIS, 1 - 4 Nov
NASHVILLE, 23 - 28 Nov
NEW ORLEANS, 1 - 4 Nov
OKLAHOMA CITY, 21 - 28 Nov
PHOENIX, 21 - 28 Nov
PITTSBURGH, 1 - 4 Nov

SANTA ANA, 1 - 18 Nov
SAN ANTONIO, 3 - 18 Nov
SYRACUSE, 1 - 4 Nov

Cinema Pods

ATLANTA, 28 Nov
BECKLEY, 8 - 28 Nov
CHICAGO, 28 Nov
COLUMBIA, 23 - 28 Nov
DENVER, 1 - 10 Nov
DES MOINES, 1 - 10 Nov
HOUSTON, 28 Nov
JACKSONVILLE, 14 - 18 Nov
KANSAS CITY, 1 - 23 Nov
MINNEAPOLIS, 14 - 23 Nov
MONTGOMERY, 1 - 23 Nov
NASHVILLE, 1 - 4 Nov
NEW YORK, 14 - 23 Nov

PHILADELPHIA, 1 - 10 Nov
PHOENIX, 7 - 10 Nov
SALT LAKE CITY, 15 - 23 Nov
SAN ANTONIO, 14 - 23 Nov
SANTA ANA, 1 - 3 Nov
SYRACUSE, 28 Nov
TAMPA, 1 - 10 Nov

Adventure Van

HQ USAREC, 1 - 3 Nov
JACKSON, 14 - 18 Nov
MIAMI, 7 - 10 Nov
NEW ORLEANS, 21 - 25 Nov

Army Adventure Van

JACKSON, 14 - 18 Nov
HQ USAREC, 1 - 3 Nov
MIAMI, 7 - 10 Nov
NEW ORLEANS, 21 - 25 Nov

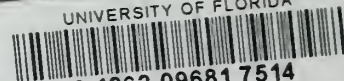
Answers to the Test

1. d. STP 21-1-SMCT, Task 081-831-1016, page 479, para 2c
2. a. USAREC Reg 350-6, Chapter 3, section 5, para 3-11 a
3. d. AR 601-210, Table 2-1, Rule F
4. c. STP 21-1-SMCT, Task 071-329-1002, page 71, para (2)
5. d. USAREC Reg 350-6, Chapter 3 sec 4, para 3-10
6. b. AR 601-210, Chapter 9, Table 9-1, prog 9B, line 4 (12)
7. a. STP 21-1-SMCT, Task 113-571-1016, page 44
8. d. AR 601-210, Chapter 5, para 5-18 1 (a)

9. a. USAREC Reg 350-6, Chapter 3, section 3, para 3-5 (b)
10. c. STP 21-1-SMCT, Task 081-831-1000, page 455
11. b. STP 21-1-SMCT, Task 031-503-1015, page 398, figure 250
12. b. Ref USAREC Reg 350-6, Appendix B, figure B-1
13. b. Ref AR 601-210, Chapter 5, Section 3, para 5-10.2 (B)
14. b. Ref AR 601-210, Chapter 2, Table 2-1, Rule C
15. b. Ref AR 601-210, Chapter 5, para 5-1 f(2)

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